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Approved For Release 2005/08/02 : CIA-RDP89-01114R000300010019-3



30 July 1981

MEMORANDUM FOR : Personnel Management Advisory Board Members
FROM : [REDACTED]
Secretary, Personnel Management Advisory Board
SUBJECT : Minutes of the Personnel Management Advisory Board
20 July 1981

1. The Personnel Management Advisory Board met on 20 July 1981 to discuss the report of the survey on the Performance Appraisal Program. The Director of Personnel chaired the meeting. Messrs. Briggs, [REDACTED] Rice, [REDACTED] were present. Messrs. [REDACTED] attended as observers. (C)

2. Mr. Glerum briefed the board on the following issues:

a. The role of PMAB: He plans to use it as a strictly advisory body, not as a coordinating one, with each member free to use individual judgment regarding Directorate input, advice, and/or comments on issues to be discussed. (U)

b. Overseas pay scale: As a result of Congressional concern this has been converted to an Interim Overseas Differential, and a commitment has been made to hire a consultant to do a pay comparability study for the entire Intelligence Community. This effort may or may not result in a separate pay scale for the Agency. (AIUO)

c. Language Use Award: The DDCI has approved abolishing this award for those employees who were hired specifically for their language skills. The DDO is submitting a draft of a paper outlining their concerns on this issue. (AIUO)

3. Mr. Glerum then discussed the Performance Appraisal Program Survey Report, noting that while there is much managerial feeling that the system should be thrown out, there is clear evidence that employees feel there should be limited tinkering with it at this point. It is clear that narratives need improving, the form needs redesigning and that there are several other concerns with the system; however, any major changes should be done experimentally using an office or Career Service as a testing ground. Mr. Glerum noted his belief that the AWP serves a good purpose in that it lets people know what is expected and stimulates dialogue between employees and supervisors. He mentioned further that

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it is possible that a potential multiple-level compensation plan that might result from the pay comparability study might lend support to a multiple level appraisal system. All present agreed that while a universal system for all employees is difficult to use, it would be a mistake to add to the barriers that exist between "clerical" and "professional" employees by having separate forms for such categories. (AIUO)

4. A general discussion ensued about the problems with developing full performance level standards, the value of the Evaluation of Potential form, the possibility of training managers in performance appraisal skills, and the need for honesty and the difficulty of teaching/legislating it, and a review of the proposed action plan. The following points were made by various members and agreed to or not as indicated:

No Decision:

a. Performance appraisals should be reduced to a two-paragraph format with one paragraph outlining the duties, and the second describing how well they were done with a possibility of a third paragraph evaluating potential. (U)

b. The possibility should be considered of reducing the rating levels from the current 7 to 3: unsatisfactory, satisfactory, outstanding. These would allow easier sorting of performance levels without being forced to distinguish between subtle gradations of satisfactory/acceptable/full performance. (U)

c. Poorly done or inadequate reports should be returned to the raters. (U)

Agreed to Recommending the Following to the DDCI:

a. Redesign the form as suggested by OP (drop carbons, reduce to two pages and insure that the employee signature is on the page with the ratings [there has been much employee concern about the location of their signatures]; drop the employee comments section and leave a box to check if the employee wishes to attach comments). (U)

b. Abolish the Evaluation of Potential form--it is an extra piece of paper with little value to the managers or the evaluation panels. Supervisors will be encouraged to include comments on potential in the narrative where appropriate.

c. Continue the mandatory requirement for Advance Work Plans only for SIS employees and "problem cases," but encourage voluntary use for those employees and/or supervisors who find it helpful. (U)

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d. The PMAB will review later the efforts of PPS to develop a full performance level standard for its own members with a view towards using the standard as an example for further efforts to define full performance levels in other job categories. (U)

5. Mr. Glerum reviewed several points of the proposed Action Plan with no dissents from the members. It was concluded that the AWP already in OPFs would have to remain there and further, that those required for SIS members and "problem cases" also should be made a part of that official record for purposes of awards and documentation for adverse action, respectively. On the issue of providing feedback, all agreed it was important to maintain credibility with the participants of the survey but that we first need to obtain DDCI approval for the changes and that we then would announce the results simultaneously with the distribution of the redesigned form. In the long term, we will continue to monitor and evaluate the program. (U)



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19 JUN 1981

MEMORANDUM FOR : Deputy Director for National Foreign Assessment
Deputy Director for Administration
Deputy Director for Science and Technology
Chairman, E Career Service

FROM : James N. Glerum
Director of Personnel

SUBJECT : Change in the GS-15 Performance Appraisal
Report Schedule

1. This is to advise you that based on recommendations from the Career Services I have approved a change in the GS-15 Performance Appraisal Report schedule. The current PAR schedule does not provide sufficient time for evaluation of GS-15 employees and preparation of promotion recommendations between the 31 March ending period and the 15 May deadline for submission of promotion packages. Therefore, for this cycle, the reporting period will be from 1 April 1981 to 31 January 1982 and thereafter, Performance Appraisal Reports for all GS-15 employees will cover the period 1 February through 31 January.

STAT 2. I also plan to announce this change through issuance of Headquarters Notices. In the meantime, I request that you bring this schedule change to the attention of the appropriate supervisors, managers, and employees.

James N. Glerum

James N. Glerum

Distribution:

Orig - DD/NFAC
1 ea - DDA, DDS&T, Ch. E CS
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✓ 1 - D/OP
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1 - PAR File
1 - PMAB File
1 - Chrono
OP/P&PS/PA&E/ sjw (17 June 1981)

2424

17 June 1981

MEMORANDUM FOR : James N. Glerum
Director of Personnel

STAT FROM :
Deputy Director for Policy,
Analysis and Evaluation

SUBJECT : Proposal to Change the GS-15 Performance
Appraisal Report Schedule

1. On 17 March 1981, the Personnel Management Advisory Board discussed the subject of the GS-15 Performance Appraisal Report schedule and the short time frame for PAR preparation, comparative evaluation, and submission of promotion recommendations. Currently the GS-15 PAR reporting period ends 31 March, PARs are due in the Office of Personnel by 30 April, and promotion recommendations are due in OP by 15 May. In most cases this does not allow sufficient time for evaluation of GS-15 employees and the attendant administrative requirements.

2. To resolve the problem created by the tight GS-15 PAR schedule, the Director of OCR asked that we consider changing either the PAR or promotion schedule. After review and considering the impact of each change, it was recommended that the PAR ending period be changed from 31 March to 31 January. This change will require minimal computer reprogramming, it can be accomplished quickly, and it will result in an additional two months for Directorate evaluation and processing.

3. At the 17 March meeting, PMAB members agreed to such a change but final action was held in abeyance pending the review of the Directorate of Operations PAR schedule to see if the two different schedules could be more compatible. This review has been completed and the DO schedule will remain substantially the same.

4. Based on the need for more time for evaluation of GS-15 employees and submission of promotion recommendations, it is recommended that the GS-15 PAR reporting period be changed from 1 April through 31 March to 1 February through 31 January.

APPROVED /s/ James N. Glerum
Director of Personnel

18 JUN 1981

Date

Distribution:

Orig - Return to P&PS

✓ - D/OP

1 - PAR File

1 - PMAB File

1 - Chrono

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sjw (17 June 1981)

STAT P&PS/PA&E/

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REFERENCE

30 April 1981

MEMORANDUM FOR: Personnel Management Advisory Board Members

FROM : [REDACTED]
Secretary, Personnel Management Advisory Board

SUBJECT : Minutes of the Personnel Management Advisory Board Meeting, 17 April 1981 (U)

1. The Director of Personnel Policy, Planning, and Management convened a Personnel Management Advisory Board meeting on 17 April 1981 at 2:00 p.m. to discuss a concept paper on the Senior Intelligence Service (SIS) pay scale and a proposal to change the Performance Appraisal Report (PAR) schedule for GS-15 employees. Attending were Messrs. [REDACTED] Briggs, [REDACTED] Glerum, [REDACTED] and Rice. Messrs. [REDACTED] and [REDACTED] attended as observers. (C)

2. [REDACTED] provided members with an update on personnel management items of interest. This included an overview of the 15 April 1981 Executive Committee meeting to discuss merit pay, the Annual Personnel Plan and Report (APP/APR), and vacancy notices. [REDACTED] advised members that the DDCI and EXCOM decided that the Agency would not adopt a merit pay system; the APP and APR would be discontinued but that portions of these planning and reporting mechanisms would again be reviewed for future utility; and decisions on the Agency-wide vacancy notice system would await further review by the DDCI. (AIUO)

3. The first agenda item, entitled "SIS Pay Scale" was introduced by Mr. Fitzwater. He explained to members that this concept paper was developed in an attempt to resolve the pay disparity for senior officers should the present cap on the rate of basic pay (\$50,112.50) be lifted. Mr. Fitzwater said that presently the pay cap applies to all SIS members and GS-15s in steps 5 and above. If the cap is lifted, higher GS pay rates established in October 1980 will be instituted. This would result in GS-15 steps 7-10 exceeding the pay of an SIS-1. The pay of a GS-15 step 10 would exceed that of an SIS-4 and a GS-15 step 6 promoted to SIS-1 would receive a salary increase of only \$239. Discussion ensued on the GS and SIS pay scale, the potential for lifting the pay cap, incentives and disincentives for joining the SIS, and options for overcoming a pay disparity between the two pay systems. Several members voiced opinions that the disincentives for joining the SIS, specifically the retention of tenure and potential for higher pay if one remains in the GS ranks, could quickly overshadow the incentives for joining the SIS, e.g., liberal accrual of and lump sum payment for annual leave, sabbaticals, authority, responsibility, prestige and potential for performance awards and stipends. As an alternative the SIS system, members discussed the

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possibility of returning to the GS-16, -17, and -18 system for senior officers with the 80 hours leave rule; following the Foreign Service Pay Schedule; or establishing a new Agency pay schedule for all levels of employees. It was the last point - establish a new Agency pay schedule - which generated the most discussion and Mr. Fitzwater agreed with members to temporarily shelve the SIS Pay Scale paper and to look into the concept of a new Agency pay schedule. He will report back to the Board after reviewing the options in this area. (AIUO)

Members also unanimously agreed to drop any further consideration of a recommendation contained in the SIS Pay Scale paper that all GS-15s be required to declare annual interest in joining or not joining the SIS. (U)

There was continued discussion of the SIS including effective use and implementation of the Senior Officer Development Plan, and the limitations on accrual of annual leave - specifically, could the "80 hours use or lose" rule be suspended. A majority of members agreed that the 80 hour rule is a good one and should be retained as part of the SIS package. (AIUO)

4. The final item of business involved a request that the PAR schedule for GS-15 employees be revised to provide more time for Sub-Group and Directorate evaluation of these reports before submitting promotion recommendations to OPPPM. Under the current GS-15 PAR schedule, the reporting period ends 31 March, PARs are due in OPPPM by 30 April, and promotion recommendations are due in OPPPM by 15 May. In most offices this does not allow sufficient time for evaluation of GS-15s. After a brief discussion and general agreement that the GS-15 PAR schedule should be changed from 1 April - 31 March to 1 February - 31 January, Mr. Glerum recommended that no action be taken until he can provide members with a new PAR schedule the DDO has developed. Mr. Fitzwater agreed to postpone action on this issue for several weeks pending review of Mr. Glerum's proposal to change the PAR schedule. (C)



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PERSONNEL MANAGEMENT ADVISORY BOARD

AGENDA

17 April 1981, 2:00 p.m., Room 5E62 Hqs.

- I. Status on personnel management items by the Director of Personnel Policy, Planning, and Management.
- II. Items to be considered:
 - A. Concept paper on the SIS Pay Scale
 - B. Proposal to change the Performance Appraisal Report schedule for GS-15s

THIS DOCUMENT IS UNCLASSIFIED
DATE 08-01-2001 BY 60324UC

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Proposal for Change in the GS-15
Performance Appraisal Report Schedule

1. It has been requested that the Performance Appraisal Report (PAR) schedule for GS-15 employees be revised to provide more time for Sub-Group and Directorate evaluation before submitting promotion recommendations to the Office of Personnel Policy, Planning, and Management. Under the current GS-15 PAR schedule, the reporting period ends 31 March, PARs are due in OPPPM 30 April, and promotion recommendations are due in OPPPM by 15 May. In most offices this does not allow sufficient time for evaluation of GS-15s.

2. The May 15 deadline for submission of GS-15 promotion recommendations to OPPPM is required for administrative purposes to collect files, verify position assignment information, and to assemble a Uniform Promotion package for approval by the DCI. Promotions from GS-15 are effective in July and in January under the semiannual option.

3. There are two recommendations for consideration which would alleviate the problem described in paragraph 1. They are:

a. Change the PAR reporting period for GS-15s from 1 April-31 March to 1 February-31 January. This will provide an additional 2 months for Sub-Group and Directorate evaluations. This will require minor computer reprogramming of the automated PAR system. The only other PARs due at this time are GS-06s; or

b. Change the Uniform Promotion schedule for GS-15s from July and January to August and February. This would provide one additional month for evaluation, but would also change the uniform schedule for promotions within the SIS ranks to August and February. The only other grade levels promoted at this time are GS-09 and GS-10.

4. Implementation of the recommendation in paragraph 3a. will have the least disruptive impact on the PAR schedule and this will not affect the Uniform Promotion schedule. Only GS-06 PARs will be due at the same time as those for GS-15s. In addition, the automated PAR call-up system can be changed with only minor reprogramming. Therefore, it is recommended that the PAR reporting period for GS-15s be changed from 1 April-31 March to 1 February-31 January.

Attachment

PAR and Uniform Promotion Schedules

*Career Service-wide reevaluation
of 15s.*

*[DCI estab. - no excom
notes]*

PAR SCHEDULE FOR SUBMISSION OF ANNUAL REPORTS

Grade	End of Reporting Period	Due in Office of Personnel
GS 01-05	31 March	30 April
GS-06	31 January	28 February
GS-07 and 08	31 December	31 January
GS-09 and 10	30 September	31 October
GS-11	31 August	30 September
GS-12	31 July	31 August
GS-13	30 June	31 July
GS-14	30 April	31 May
GS-15	31 March	30 April
GS-1-4	30 September	31 October

PROMO due o/p
15 MAY

UNIFORM PROMOTION SCHEDULE. Career Services have the option to promote employees on either an annual or semiannual schedule in accordance with the grade and date structure listed below:

PROMOTION TO THE NEXT GRADE
(Effective First Pay Period in Month)

Current Grade	Annual Option	Semiannual Option
GS-15 and above	July	January
GS-14	September	March
GS-13	November	May
GS-12	December	June
GS-11	January	July
GS-10	February	August
GS-09	February	August
GS-08	May	November
GS-07	May	November
GS-06	June	December
GS-05 and below	UNSCHEDULED	

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EVALUATION BOARD SCHEDULE - PROFESSIONAL AND TECHNICAL EMPLOYEES

	<u>Senior Service 03 & 04</u>	<u>Senior Service 01 & 02</u>	<u>GS-13</u>	<u>GS-07 GS-08</u>	<u>GS-15</u>	<u>GS-09 GS-10</u>	<u>GS-14</u>	<u>GS-12</u>	<u>GS-1</u>
End of Performance Appraisal Report Period	30 Sep 80	30 Sep 80	30 Sep 80	31 Oct 80	30 Nov 80	31 Jan 81	31 Jan 81	30 Apr 81	Jun
Performance Appraisal Reports/Rankings Due	15 Sep 80	15 Sep 80	14 Nov 80	31 Dec 80	16 Jan 81	13 Mar 81	31 Mar 81	26 Jun 81	21 Aug
Rankings from Div/ Staffs Due	3 Oct 80	3 Oct 80	5 Dec 80	13 Mar 81	13 Feb 81	3 Apr 81	15 May 81	17 Jul 81	18 Sep
Evaluation Board Meeting	20 Oct -- 31 Oct 80	14 Oct -- 7 Nov 80	5 Jan -- 20 Feb 81	N/A	9 Mar -- 17 Apr 81	27 Apr -- 5 Jun 81	8 Jun -- 24 Jul 81	10 Aug -- 18 Sep 81	12 Oct 13 Nov
Promotions	11 Jan 81	11 Jan 81	3 May 81	3 May 81	12 Jul 81	9 Aug 81	6 Sep 81	13 Dec 81	Jan

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EVALUATION BOARD SCHEDULE - SECRETARIAL AND CLERICAL EMPLOYEES

	<u>GS-07</u>	<u>GS-08</u>	<u>GS-06</u>	<u>GS-09</u> <u>GS-10</u>	<u>GS-05</u> <u>& Below</u>	<u>GS-11</u>
End of Performance Appraisal Report Period	1 Oct 80	31 Oct 80	31 Jan 81	31 Jan 81	31 Mar 81	30 Jun 81 (
Performance Appraisal Reports/ Rankings Due 	21 Nov 80	31 Dec 80	20 Mar 81	31 Mar 81	15 May 81	31 Aug 81
Rankings from Divs/Staffs Due	19 Dec 80	13 Feb 81	8 May 81	15 May 81	N/A	16 Oct 81.
Evaluation Board Meeting	12 Jan -- 27 Feb 81	9 Mar -- 27 Mar 81	N/A	8 Jun -- 26 Jun 81	N/A	16 Nov -- 18 Nov 81
Promotions	3 May 81	3 May 81	14 Jun 81	9 Aug 81	Any Time (Headroom Permitting)	10 Jan 82

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